

DEFENSE LOGISTICS AGENCY

JANUARY – FEBRUARY 2012

# LOGLINES



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# from the **DIRECTOR**

**Navy Vice Adm. Mark D. Harnitchek, SC, USN  
Director, Defense Logistics Agency**

to project and sustain the nation's armed forces wherever they are needed around the globe. Warfighter support is the core of our business and we will continue to use our logistics expertise so the joint force can fight and win.

Integration and collaboration with our partners in the military services and industry are key to DLA's ability to provide world-class logistics support. I pledge to continue the close working relationship DLA has built with its military customers and industry stakeholders, and to view our success through the eyes of those we serve. There is an abiding covenant of trust that exists between us and warfighters that goes beyond the bounds of a contract or a performance based agreement, and we keep the promises we make and reaffirm that covenant every day.

DLA is a national asset with a duty to meet the needs of America's warfighters while keeping an eye on the interests of the

American taxpayer. We must do everything possible to provide effective and efficient logistics solutions, which means we must be good stewards of the resources we have now and plan effectively for what we will need to meet future warfighter needs.

We will be mindful of what's in the pipeline all the time to minimize costs and customer wait time and will lean forward to quickly anticipate warfighters' changing requirements to ensure they receive precise, reliable and best value support. Innovation will drive DLA's success in this unprecedented fiscal and budgetary environment. Remember, nobody knows this stuff like you do, so don't wait for the requirement or for someone tell you to do it. Think of smart things to do and make them happen.

Supporting warfighters is a team effort and without you, it won't happen. Challenging times lay ahead in the Defense Department, but there are also tremendous opportunities to be realized and you're the team that will think of and make those opportunities happen. Our inevitable success supporting warfighters depends on your full measure of determination and commitment.

Thank you for your dedicated service. I look forward to leading the team that will write the next 50 years of DLA history. ☺

## **LOGLINES**

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Low-flow water fixtures are being installed throughout Defense Logistics Agency Headquarters at Fort Belvoir, Va. The faucets' flow will decrease about 1.7 gallons per minute from previous models.

# Effective Energy Efficiency

Story by Jonathan Slack

**D**efense Logistics Agency Installation Support personnel are working enterprise-wide to reduce the agency's energy footprint through a variety of projects.

Team members at DLA Installation Support at Fort Belvoir, Va., are replacing toilets and faucets throughout the agency's headquarters with low-flow water fixtures.

"We are looking at the whole building

for wherever we can save energy," said James Turzak, a facility operation specialist. "We've looked at every piece of equipment and completed an energy study and are analyzing the results."

All toilets and faucets are being replaced. The toilets' flow is going from 3.5 gallons per flush to 1.28 gallons per flush, and the faucets' flow is going from 2.2 gallons per minute to .5 gallon per minute.

"According to our consulting firm,

we're going to have, with just the fixtures, about a 51.3 percent reduction in total usage of water," Turzak said.

Fort Belvoir personnel are also replacing all the building's fluorescent and incandescent lights with LED, or light-emitting diode, lights.

"Every fluorescent light leaves a mercury footprint. ... Once we get rid of them, we'll have a reduced environmental footprint," said Mike Meyer, DLA

The DLA Installation Support at Richmond team replaced 750,000 square feet of roofing with cool-roof technology, saving 20 percent of the electrical cooling costs in some of its buildings.

Installation Support at Fort Belvoir, Va., facility operation specialist. "We won't be producing as much waste anymore."

Replacing the lighting will also reduce energy consumption, he said.

DLA Aviation in Richmond, Va., is also working to reduce its energy environmental footprint.

"DLA Aviation has aggressively worked to reduce energy and water consumption," said Damon Igou, the DLA Installation Support at Richmond site energy manager. "It saves money and improves our energy security, and we decrease the impact of energy and water use on the environment."

Projects developed over the past few years have resulted in an electrical energy reduction of 9.7 percent in fiscal 2011 compared to fiscal 2010, which saved more than \$193,000, he said.

DLA Installation Support at Richmond executed projects that replaced more than 1,000 inefficient lights, permanently reducing the installation's electrical energy use by 4.8 percent.

The Richmond team also replaced 750,000 square feet of roofing with cool-roof technology, saving 20 percent of the electrical cooling costs in a few of its buildings. Cool roofs are white and reflect sunlight, which prevents heat transfer into the building during the summer.

Igou said DLA Installation Support at Richmond also completed a water distribution repair project that eliminated the need to periodically flush water lines, which improved water quality and permitted efficient use of water-saving devices.

"Water saving in fiscal year 2012 is projected to be 30 percent as a result of this project," he said.

During this project, cast-iron water

mains were replaced at the Richmond installation, he said. In addition, variable-speed drives that improve performance and energy efficiency were installed on fire pumps.

"DLA Installation Support at Richmond personnel have also worked on sanitary sewer repair projects that have resulted in the installation reducing wastewater discharge by two-thirds," he said.

The installation averaged 288,957 gallons of sewage discharge per day in fiscal 2009 and 255,546 gallons per day in fiscal 2010, Igou said. In fiscal 2011, the installation averaged a substantially reduced 84,719 gallons of discharge per day, which has saved more than \$50,000 in sewer charges compared to fiscal 2010.

"We will continue to work to achieve further energy reductions with energy-efficient lighting with occupancy sensors, an energy management control system with metering, and roof renovations that incorporate cool-roof technology," he said.

DLA Installation Support at Columbus, Ohio, is also achieving energy reductions. Personnel at the installation are working on lighting, heating, ventilation and air conditioning projects.

"We just wrapped up a project predominately in the warehouse areas to replace high-pressure sodium lights with T8 and T5 lights with motion controls on them," said Steve Webster, the DLA Installation Support at Columbus energy site manager.

T8 and T5 lights are tubular high-efficiency fluorescent lamps.

"We expect the project to pay off in four years, but now that everything is installed I really think we're going to pay it off in less than that," Webster said.

He said the high-pressure sodium tubes emitted a yellow light that made



Defense Logistics Agency sites are replacing fluorescent and incandescent lights with LED, or light-emitting diode, lights, which will reduce energy consumption.

"It's a success story all around, and we are saving probably 5 or 6 percent of our base energy through this process. We're using less energy, so therefore our bills are reduced and we're truly saving the taxpayer money by doing this project."

— Steve Webster

it hard for warehouse employees to read serial numbers and national stock numbers on boxes.

"Now they have a white light, and they love it because they can see what they're doing and see where they are going," Webster said. "We are actually giving them less light than they had, but because it is effective light the people like it better, and it uses one-third less energy than the old lights."

The new lighting switches on and off automatically as employees walk through warehouse aisles.

"It's a success story all around, and we are saving probably 5 or 6 percent of our base energy through this process," Webster said. "We're using less energy, so therefore our bills are reduced and we're truly saving the taxpayer money by doing this project"

Webster and his DLA Installation Support at Columbus team are also working to switch HVAC systems off when buildings are unoccupied.

He also said his team is working to switch to high-efficiency, environmentally friendly heating and cooling systems in administrative areas and installing meters on buildings and systems to better track energy consumption.

"We'll be able to verify our savings and also watch if a building goes out of line and fix it," Webster said.

The DLA Installation Support at Columbus projects are expected to produce significant savings, he said, adding that doing something to help the government's budget situation is always an objective.

Webster said he believes DLA is going in the right direction with energy savings. ☈

## Environmental Management System

Each Defense Logistics Agency primary-level field activity has a system in place to help reduce its environmental footprint.

The Environmental Management System helps enable an organization to reduce its environmental impact, save resources and increase its operating efficiency.

Randy Nida, environmental management chief with DLA Installation Support at Fort Belvoir, Va., and his team run EMS at the McNamara Headquarters Complex.

"Our job is to run the McNamara Complex as a tenant on Fort Belvoir to comply with Army, federal and state regulations and DoD policies," Nida said.

Nida and his team have identified different areas that will help reduce the complex's resource use. One such area is the number of cars driven daily to the McNamara Headquarters Complex.

"We're trying to encourage mass transit with buses and trains to cut down the number of cars on the road, which will reduce our petroleum consumption and our greenhouse gas emissions," he said.

Another area the EMS team is looking to improve is water consumption, he said. Two to 4 million gallons of water are used each month at the McNamara Headquarters Complex.

"Our installation management contractors have installed low-flow faucets, and we're looking at low-flow urinals," he said.

LED, or light-emitting diode, lights have also been installed to improve the complex's energy consumption.

THE LED lights are adjustable and last longer using less electricity.

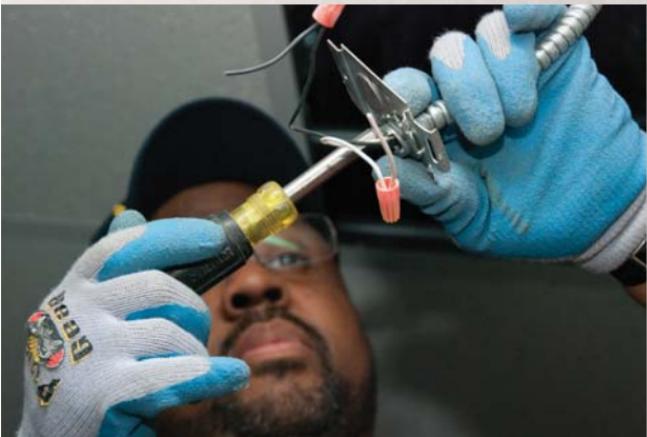
Energy is closely related to the environment, so the EMS team tracks the complex's electricity, natural gas and water consumption.

In order to help track electricity use, smart meters will be installed around the building.

All of the energy-saving initiatives being done at the McNamara Headquarters Complex are tracked through EMS help to achieve executive-order goals, he said.

Also, according to the Environmental Protection Agency, EMS can result in both business and environmental benefits and may help improve environmental performance, prevent pollution, conserve resources, increase efficiency, reduce costs, and improve employee awareness of environmental issues and responsibilities.

— Jonathan Stack



Jonathan Stack

Darryl Holmes, a VarcoMac Electrical Construction Company contractor, changes the bulb in an emergency light to an LED, or light-emitting diode, light at the McNamara Headquarters Complex on Fort Belvoir, Va. Defense Logistics Agency Installation Support at Fort Belvoir personnel are installing LED lights throughout the agency's headquarters to improve energy consumption.



# Buying Green

Story by Beth Reece

**C**alvin Lee doesn't wait for customers to seek products that are less hazardous to the environment and human health. As soon as the Hazardous Minimization and Green Products Branch he leads for Defense Logistics Agency Aviation discovered customers were still ordering flammable petroleum-based lubricants such as WD-40 to lubricate parts, he probed the commercial market and found two "green" alternatives.

"We arranged to have vendors come in and demonstrate both bio-based alternatives for Air Force customers at Fort Jackson and Joint Base Charleston, S.C. Then we gave it to them and let them test it for 90 days," Lee said. "The results were so good that within weeks they asked us to add one of the products to our inventory. Today, we offer it in four different sizes."

Activities throughout DLA are working to increase the number of green products available so customers can better meet congressional mandates that require federal agencies to purchase products that conserve and protect resources, said Karen Moran, DLA environmental protection specialist.

"The goal is to conserve energy, water and material resources and to limit the use of hazardous components that cause health risks," she said.

DLA manages more than 4,000 items that are considered green according to criteria established



Air Force Staff Sgt. Marc Lane

Air Force Airman Jayson Berdonado drains oil from a government vehicle at Ellsworth Air Force Base, S.D. One of DLA's biggest-selling green products is re-refined lubricating oil.

by such agencies as the Environmental Protection Agency, the Department of Agriculture and the Department of Energy's Federal Energy Management Program. They range from engine coolants and toner cartridges to water heaters and fluorescent lamps.

In addition, more than 360,000 green products are available through DoD EMALL, the Defense Department's online shopping center, which is operated by DLA Logistics Information Service and located at <https://dod-email.dla.mil/acec>.

DLA Logistics Information Service works to make buying green easy for customers by letting DoD EMALL users know whether a specific product meets green criteria, said Sheila Rayburn, DoD

EMALL program manager. The system uses data-management software to compare information mined from vendor product descriptions. The information can change daily with criteria issued by regulatory agencies, she added.

Customers shopping in DoD EMALL will see that items that meet green criteria are identified by the icon of a white tree on a green background. Users can click on the icon to see product descriptions that explain how the item meets the criteria. The system also generates weekly, monthly and quarterly reports that tell customers how well they're supporting green initiatives.

Of the more than \$770 million spent in DoD EMALL in fiscal 2011, \$13 million went toward green products — \$3 million more than in fiscal 2010.

"That's a significant amount of sales and shows that people are really starting to rely on DoD EMALL to buy green," Moran said.

Of the 4,000-plus green items managed by DLA, about 65 percent fall within the construction and equipment supply chain managed by DLA Troop Support, said Tony Pizzo, customer outreach project manager. Examples include energy-efficient lighting, water heaters, air conditioners, windows, and environmentally safe wallboards and lumber.

Many bases are switching to waterless urinals to conserve water, Pizzo added, and Wright-Patterson Air Force Base, Ohio, recently became the first installation to order solar trash compactors. These "smart" trash cans gradually compact garbage as they become full, then send a signal to installation support services when they're ready to be emptied.

"You're not wasting time and money going on a route to empty trash cans that aren't even full," he said.

DLA Aviation officials have added about 150 green items to that organization's lineup since 2008, Lee said. Some of those were already used by commercial industry but simply needed to be brought into the DoD system. Others were products that Lee's team worked with customers to create.

"For example, we worked with customers to develop a general-purpose spot cleaner that was already mixed so our Airmen and Sailors wouldn't have to mix the chemicals themselves," he said.

Bio-based solvents used to clean such things as oil spills in maintenance shops are another new item.

"We were able to work with a vendor and the National Defense Center for Energy and Environment to come up with a bio-based sorbent. We demonstrated the product just like we did bio-based lubricants, and customers wanted us to make it available," Lee continued.

Bio-based disposable cutlery is

Of the 4,000-plus green items managed by DLA, about 65 percent fall within the construction and equipment supply chain and are managed by DLA Troop Support, including energy-efficient lighting, water heaters, air conditioners, and environmentally safe wallboards and lumber.

another popular green item procured by DLA Troop Support. The activity already provides 50 percent bio-based cutlery for field rations, but expects to offer 100 percent bio-based cutlery in fiscal 2012. The bio-based resin in the cutlery is produced using nontoxic and renewable materials such as wheat instead of plastic.

The new cutlery required eight years of testing, but is now under contract and being requested by customers, said Phoebe Rolen, a procurement analyst for the DLA Acquisition Policy and Systems Division.

"It's taken a lot of work to get to this point. It required the company, which has been producing conventional plastic cutlery, to get different molds in order to use the bio-based resins. Different materials react differently to temperatures," she said.

Moran cited DLA Document Services, the largest supplier of copiers and paper to DoD customers, as one of the agency's most green-minded activities.

"They've been on the cutting edge of implementing green initiatives for several years, taking on measures such as switching over to soy-based inks to pushing electronic documents," she said.

The activity leads the effort to conserve paper by offering electronic document management, a service that helps customers manage information through Web-based solutions that access digital documents. It also procures chlorine-free, 50 percent-recycled paper and supplies only Energy Star-rated copiers to customers.

"They have been recognized for their environmental efforts with a White House Closing the Circle award," Moran said. "They also encourage customers to default their copiers and printers to print

Navy Petty Officer 2nd Class Kerik Vargas changes an energy-efficient light bulb. The bulbs are available through DoD EMALL, a website managed by DLA Logistics Information Service.

hard-copy documents on both sides of the paper instead of single sided. If you're doing double-sided printing, you're buying a whole lot less paper."

The Medical Pharmaceutical Reserve Distribution Program managed by DLA Troop Support also ensures expired drugs are removed from circulation and properly handled so hazardous waste materials don't contaminate the environment. In addition to protecting the environment, the program gives customers monetary credit toward future drug purchases. Customers gained about \$5 million through the program between fiscal 2008 and fiscal 2010.

While some customers equate buying green with higher prices, Rolen said buying green products is actually cheaper in many cases. Signs produced with recycled products, for example, are cheaper and sturdier than aluminum signs.

"But in instances where an item does

cost more, that doesn't mean you don't have to buy green. You've got to use logic," she said. "If the item costs twice as much more, maybe you've got an out. But if it only costs you 50 cents more to buy green, it doesn't."

Service members are not required to buy green for mission-critical items such as weapons systems or in cases where the item does not meet military specifications, Rolen added. But Lee said it's important for DLA to encourage customers to go green when possible.

"We don't want to jeopardize the safety of our warfighters, but if you find something that cleans or lubricates just as good as petroleum-based products, then that's what customers should be using," Lee said. "At DLA, we're taking the initiative to help customers buy green because we're their supplier. It's our job to help them make sure they're complying with laws and regulations." ☈



# Building Smarter

Story by Jacob Boyer  
Photos courtesy DLA Distribution

**N**atural lighting, heat-radiant floors powered by wood-burning stoves, solar panels – these features and more will make Defense Logistics Agency Distribution Europe's new logistics distribution center at Germersheim Army Depot, Germany, one of the Defense Department's "greenest" facilities on the continent.

The Logistics Distribution Center Europe, built by the Army Corps of Engineers and scheduled to be turned over to DLA Distribution Europe leaders in mid-January, is built to stringent German specifications, DLA Distribution Europe Commander Army Lt. Col. Andre Baldanza said. It will serve operations in the U.S. European Command, U.S. Central Command, and U.S. Africa Command areas of responsibility and

consolidate operations from the current center and several other facilities.

"Our carbon footprint is basically going to be reduced because we're consolidating operations into a much larger facility," he said.

The 250,000-square-foot facility has many features that will increase its energy efficiency in comparison to those it is replacing, Baldanza said. The warehouse area will largely be lit by natural sunlight that comes in through a number of skylights along the roof. That natural lighting will be supplemented with energy-efficient fixtures and bulbs that will automatically turn on and off based on occupancy in different areas of the warehouse.

On the other side of the ceiling through which natural light flows and from which energy-efficient fixtures

hang, solar panels along the roof will provide 330,000 kilowatts of electricity each year, Baldanza said.

"Germany's very big into alternative energy sources, so they have a lot of solar and wind power," said Robert Krouse, the project manager for the facility at DLA Installation Support Europe. "We're in tune with the local culture by getting into solar energy."

Directly below that ceiling are heat-ambient floors that are warmed by hot water flowing through tubes in the concrete, Baldanza said. In many buildings – including the primary warehouse the LDCE is replacing – heat is provided by warm air blown down.

"Right now, if you go into our warehouses in the wintertime, the cold is coming from the floors through your



DLA Distribution Europe's new Logistics Distribution Center Europe, scheduled to be turned over from the Army Corps of Engineers in mid-January, will be one of the Defense Department's greenest facilities on the continent.

Skylights built into the Logistics Distribution Center Europe, seen here as the white spots at the top of the photo, allow natural sunlight to provide a large amount of the light needed for operations inside. In this photo, no artificial light is on in the warehouse.

feet into your body," he said. "The heat is coming from above, but it's rising. We're creating a much better work environment for our employees, because the heat is on the ground, which keeps their feet warm. It's coming from below and heating their body as it rises in a much more efficient manner than blowers could do."

The heated floors are part of a biomass heating system. The water will be heated on site by two wood-pellet-burning stoves, which will save money that would be spent on natural gas or electric heating. The stoves will provide hot water for the floors year round, Krouse said.

"The pellet burner is one of the main green features of the building," Krouse said. "The pellets are made from sawdust [and are kept in] a silo outside the building."

While all of these features should significantly reduce DLA Distribution Europe's carbon footprint, the building won't be what Krouse called a



"net-zero" facility, which means one that draws no power from the electric grid. Nevertheless, Baldanza said energy savings should recoup the LCDE's \$37.6 million price tag within two decades.

It's going to be a gem, ... [but] it's not self-sustaining at this point," he said.

The building's features aren't the only things that enhance its environmental friendliness. Some of the actions taken on the road to its construction do as well. When large buildings like the LCDE are built in Germany, the government there requires that an area of land equivalent to that being developed be set aside for conservation and preservation, Krouse said. Part of the facility's \$37.6 million cost went toward doing just that.

"On this particular project, we put

land in another area into conservation, which means DLA paid money for Germany to take a piece of land and conserve it and its resources. That's the first time I've seen that," Krouse said.

After DLA Distribution Europe takes possession of the building, more than 200 employees will move in over a period of months while sustaining operations, Baldanza said.

"We're not going to close down and move," he said. "We're going to sequence our stocks from one building to the other. At some point along the way, there will be a tipping point where the center of gravity becomes the LDCE and not current facilities. We're looking at a grand opening some time in the late summer or early fall of 2012."

DLA Distribution Europe employees are using the opportunity to make improvements in the way they do business, Baldanza said. Hardware is being designed and rethought to improve operations that couldn't be improved at former locations, and he said he expects further refinements to happen even after the move is complete.

Despite its greenness, the LCDE, which has seen many changes since the project's inception in 2001, was built to ensure improved logistics support for America's warfighters, Baldanza said.

"It's not a building that we've made fit our needs," he said. "Our needs have driven the building to become what it is."



Wood-pellet burning stoves will provide heat for the warehouse areas. The stoves burn pellets made from sawdust and heat water that will be pumped through tubes in the warehouse floor, allowing heat to rise and warm work areas more efficiently.

# Green Power

Story by Sara Moore

**W**hen it comes to alternative, environmentally friendly fuels, the Defense Logistics Agency has a history of being on the cutting edge. That trend continues today, as the agency continues to support the military services' requirements for "green" fuels and works with industry to establish the industrial base needed for the future.

As showcased in last year's Navy "Green

Hornet" test flight and in several other high-profile demonstrations, the military is moving toward using bio-derived and synthetic jet and marine fuels, and DLA has been involved with these programs from the beginning, said Jeanne Binder, a strategic energy analyst at DLA Energy who serves as the program manager for research and development. In the past few years, DLA Energy has partnered with the military services as they tested and certified bio-derived and synthetic

fuels for use in military vehicles.

Over the past two years, DLA Energy provided the fuel for the military services' test and certification programs for renewable fuels. DLA Energy awarded six contracts for hydro-treated renewable drop-in replacement mobility fuels, and most recently a contract for alcohol-to-jet



A "Green Hornet," an F/A-18 Super Hornet strike fighter jet powered by a 50/50 biofuel blend, takes off at Naval Air Station Patuxent River, Md. DLA Energy partners with the military services as they test and certify green fuels.

— Photo by Kelly Schindler

fuel. These provided camelina-derived jet fuel for the Air Force, Navy and Army; algae-derived jet fuel for the Navy; animal oil-derived fuel for the Air Force; and jet fuel derived from alcohol for the Air Force. In addition, two research and development contracts awarded on behalf of DLA Energy provide algae-derived marine diesel to the Navy.

DLA Energy continues to support the services' requirements for alternative fuels and is a partner on several new initiatives to help support the development of the alternative fuels industry, Binder said. The DLA Energy Bulk Products Division is procuring hydro-treated renewable

jet and marine fuel for the Navy's demonstration of its "Great Green Fleet," which is scheduled to happen during Exercise Rim of the Pacific 2012 in Hawaii. While these test programs do continue, Binder said, the focus of the alternative energy program is shifting.

"The test and certification programs for hydro-treated renewable fuels and the small-scale demonstrations with this alternative fuel are coming toward their ends, and there's this gap that needs to be bridged from the test and certification phase to the development of an industrial base," Binder said.

DLA is a partner in developing that industrial base, Binder said. DLA Energy is on the project team for the

biorefinery initiative signed by President Barack Obama in August, which is a partnership between the Department of Energy, Department of the Navy and Department of Agriculture. To help kick-start the development of an industrial base, the program will invest up to \$510

Air Force 2nd Lt. Andrew Caulk



Air Force Senior Airman Jacob Prine checks the fuel connection to an F-15 prior to a flight test of new environmentally friendly fuel. DLA is helping lead the way in alternative fuel procurement throughout the services.



Algae oil production is one method of producing biomass fuel.

million to support the construction of several biorefineries capable of producing advanced drop-in aviation and marine biofuels to power military and commercial transportation.

DIA Energy is participating in the development of evaluation criteria and providing other technical input to support the Defense Production Act Program Office's efforts to award the biorefinery grants. DIA is also looking into the possibility of awarding contracts to the biorefineries that eventually get the grants, she said. At the same time, DIA Energy is partnering with the services to explore the potential for operational demonstrations at military bases in which the entire base converts to alternative fuel blends to test their viability in the supply system, she said.

The alternative fuels that DIA Energy procures, such as the plant-based jet fuels, are known as advanced drop-in replacement biofuels, because the goal is for these fuels to be "drop-in" alternatives to petroleum-based fuels that are compatible with the military's existing infrastructure. While these fuels are relatively new and still being tested and certified, DIA Energy has provided other types of alternative fuels to the services for many years. These include E85, an ethanol blend fuel that replaces motor gasoline, and B20, a vegetable oil- or animal fat-based diesel fuel.

DIA began buying these alternative fuels in March 2001, when DIA Energy purchased E85 for Naval Station Great Lakes, Ill., said Tyler Parker, chief of the ground fuels division at DIA Energy. After that initial buy, DIA Energy supported additional requirements for E85 at the training center, as well as new

Today, DLA Energy procures E85 and B20 for customers throughout the U.S. and overseas, and total procurement amounts are in the millions of gallons.

ones at Fort Meade, Md., said Parker, who established the E85 program in DLA Energy's Direct Delivery Fuel Division. At the same time, DLA Energy established its biodiesel program, awarding several contracts for B20 that year, Parker said.

"Since then, the program has grown by leaps and bounds under all of our customer groups," Parker said, noting that DLA Energy groups its programs into what are called customer-organized groups, which have rotating business cycles.

The program's growth has been fueled by the military services, which are requesting more alternative fuels in response to the government's push to reduce dependence on fossil fuels, Parker said. Today, DLA Energy procures E85 and B20 for customers throughout the U.S. and overseas, and total procurement amounts are in the millions of gallons, he said. As the program grew, DLA Energy established separate buying cycles for the two alternative fuels and sent representatives to work with ASTM International, an international standards organization, on creating specifications for E85 and B20. Both fuels now have their own set of specifications with ASTM that cover the various blends of the fuels used at different times of the year in different locations, he said.

Establishing the programs for E85 and B20 was not easy at first, Parker said, because in 2001, industry did not have the infrastructure to support these fuels. Also, because the fuels were new, there were no price indexes for them, so manufacturers had a hard time pricing the fuels correctly, he said. But as the demand for these alternative fuels grew,

The N-ViroMotive, a new fuel-efficient 120-ton locomotive, is one of eight used to stage Army ordnance for shipment to U.S. forces worldwide. It runs on biodiesel fuel and is certified by the Environmental Protection Agency for low emissions.

the commercial market helped lead the way in establishing infrastructure to support them and refine fuel specifications to improve the program, he said. DLA Energy's customers also had to make changes to their infrastructure, because ethanol-blend fuels require special tanks and fittings and can only be used in certain vehicles, he said.

"Because we know what the requirements are now and there are a lot of locations that have already kind of established themselves to be able to accept this type of fuel, the requirements continue to grow with each procurement cycle," Parker said.

Since 2001, DLA Energy has worked closely with its industry counterparts and customers on improving its alternative fuels program and has even looked to the alternative fuel market in Europe for lessons on improving fuels, specifically B20, which can thicken at cold temperatures, Parker said. So far, customers have overcome the problem by switching to

regular diesel during the winter months or using a biodiesel blend, he said, but DLA Energy is still looking for ways to improve the fuel.

"Because the commercial market is actually pushing a lot of our specificity, we definitely try to engage our vendors over here to see if there's something that we can do to better the properties of B20 to allow it to be not only a little more stable in some of these areas but to even increase our requirements even more through our customers," he said.

As the country moves toward less dependence on fossil fuels and more use of alternative energy, Parker said he predicts the alternative fuels program at DLA will continue to grow rapidly.

"I also feel that you will see other alternative fuels come on the market that we'll be procuring for our various programs, because that's the direction that the market is going: the reduction of fossil fuels and the move toward more environmentally sensitive products," he said. ☐



Jenna M. Turpin



A Randolph Air Force Base, Texas, hazardous waste facility manager guides a forklift to pick up a pallet of hazardous chemicals for proper disposal. DLA Disposition Services has a network of 84 contracts covering hazardous waste disposal around the globe.

# Proper Disposal

Story by Jonathan Stack

**D**efense Logistics Agency Disposition Services Environmental Protection Specialist Mark DeLeon is doing his part to protect the environment on and around Joint Base Lewis-McChord, Wash., by overseeing hazardous waste disposal contracting for about 67 customers.

DeLeon and his fellow contracting officer representatives manage hazardous

waste disposal contract removals for Army, Army Reserve, National Guard, Air Force, Navy and Coast Guard forces in Washington and Oregon.

"A lot of the hazardous waste from the military is not necessarily toxic waste, it is just maintenance waste and it's better to dispose of it in a responsible manner," DeLeon said.

Hazardous waste is waste with properties that make it dangerous or

potentially harmful to human health or the environment, according to the Environmental Protection Agency. Waste can be spilled debris, spent solvents, hazardous material from submarines, corrosive acids, asbestos, paint, oils, petroleum products or metal treatment products.

In order to dispose of hazardous waste properly, a unit identifies it and turns in descriptive information and

billing documents to its local DLA Disposition Services field office. The office then initiates a task order request, which becomes a task order after approval by a contracting officer. The contractor then arranges for the waste to be transported and disposed of at qualified disposal facilities.

"They send it to permitted landfills or permitted treatment facilities, and it's taken care of there," DeLeon said.

DLA Disposition Services has a network of more than 80 contracts covering hazardous waste disposal around the globe, said Rick Klingel, DLA Disposition Services Environmental Division chief.

"If military personnel at Fort Belvoir, Va., generate hazardous waste and their storage area is full, they'll submit paperwork to our field office at Fort Meade, Md., and those CORs will initiate a task order request to task the contractor to come and retrieve the waste and transport it off site so it can be appropriately disposed of or recycled," he said.

Environmental specialists at all DLA Disposition Services field sites act as CORs.

"They'll work with the contractor and the installation representatives to get the waste picked up, removed and disposed of," Klingel said. "That's how it works generally at the field level. Here at the headquarters at Battle Creek, Mich., and regional offices in Hawaii and Germany, we have an environmental staff and an acquisition staff that develop, solicit, award and administer all those ... contracts."

The environmental staff develops the solicitations before handing them off to the acquisition staff to issue them, he said.

"The acquisition team will issue a solicitation, receive the bids, evaluate and negotiate with the contractors, award

A DLA employee discusses a shipment of hazardous waste with a contractor in a DLA Disposition Services conforming facility in Alaska. Waste can include spilled debris, spent solvent, hazardous material from submarines, corrosive acids, asbestos, paint, oils, petroleum products or metal treatment products.

"A lot of the hazardous waste from the military is not necessarily toxic waste, it is just maintenance waste and it's better to dispose of it in a responsible manner."

— Mark DeLeon

the contract, and after [that], they'll do the administration of the contract," Klingel said.

The contract officer representatives at the field sites are an extension of the contract officers and help administer contracts, ensuring contracts are in place to respond to the customers' needs in terms of hazardous waste management and disposal, he said.

"Properly disposing of hazardous waste helps protect everyone's health and the environment, and that's really the mantra behind the regulations issued by the EPA," he said.

If waste isn't transported, treated and disposed of properly, it can pollute ground water, be a health hazard or pollute the atmosphere, potentially causing harm to humans and the environment, Klingel said. ☈



# Moving Up

Story by Beth Reece

**E**ric Hilinski was looking for a promotion when he left his job as a police officer at Defense Logistics Agency Distribution in San Joaquin, Calif., for an entry-level position at DLA Disposition Services in San Joaquin. The starting pay was less than he already made, but the Air Force and Army National Guard veteran had a plan.

"I learned that 30 to 50 percent of DLA Disposition's workforce will be eligible to retire in the next few years, so it seemed like a good opportunity for me to get in and work my way up," he said.

With just four months on the job as a material examiner and identifier, Hilinski deployed to Kuwait in July 2010 to process excess and damaged equip-

ment for troops serving in Iraq and Afghanistan. Co-workers there told him about DLA's Corporate Intern Program, and in November 2010, he submitted an online application.

"This was the avenue of career progression that I was looking for," he said 10 months into the program.

Hilinski is one of more than 180 interns who started the two-year developmental program in February



2011. DLA has interns at 21 locations in more than 20 career fields – including contracting, engineering, finance, information technology, property disposal, supply, and quality assurance – with progression from GS-7 to GS-11.

"A major reason people apply for the Corporate Intern Program is they know that it's structured, that they're going to develop in a career field and obtain what they need to be successful at the journeyman level. After interns complete the program, they have a variety of career options," said Pam Latker, who administers the program for, DLA Training, part of DLA Human

#### Resources Services in Columbus, Ohio.

DLA corporate interns are brought on board in February and July, and there are about 350 new interns each year. During the week-long orientation, interns learn about DLA, its mission and how the agency's various activities work together to support warfighters and other customers.

"From day one, we instill an enterprise view so our interns understand the DLA structure, its operations and how the pieces of the DLA puzzle fit together

Eric Hilinski, seen here deployed to Kuwait with DLA Disposition Services in 2010, is one of three members of the current class of DLA corporate interns. He previously served in the Air Force and Army.

Courtesy Photo



## The Corporate Intern Program attracts a diverse workforce to the agency. Applicants generally include college students, veterans, and people with disabilities.

to create and sustain a cohesive, high-performing organization," Latker said.

Her staff provides program oversight, coordinates and schedules training requirements, collaborates with activities to address personnel matters, and partners with staff members at local intern centers. Team members provide job-specific training and local oversight of interns. Career advisory groups for each career field create programs of development and ensure they align with the DLA Strategic Plan, the DLA Director's Guidance and enterprise initiatives. Intern training includes on-the-job assignments, cross training, rotational assignments and formal education that includes classroom and online training, conferences and seminars.

DLA trainers make the program successful by keeping curricula up to date and addressing changes in DLA's mission, systems and processes, Latker said. "If changes occur in a specific career field, we work with our instructors to revise training to meet the new objectives," she added.

When the agency modernized its technology backbone with the Enterprise Business System in 2002, for example, DLA Training updated the intern program to incorporate the new tools and processes. "With the EBS transformation, the agency transitioned from having inventory specialists to demand planners, supply planners, etc., so we adapted the career programs and training to capture the new business environment," Latker said.

New training has also been created to address new missions DLA assumed at military industrial sites as a result of Base Realignment and Closure 2005 recommendations. The training is occasionally used to update the skills of seasoned employees.

"If a DLA activity's leaders recognize there's a need to train their employees in a skill area such as long-term contracting, they have the flexibility and resources to bring employees into their intern center and train them along with the interns," Latker added. "It's a benefit to the entire workforce."

More than 2,100 interns have graduated from the program since it began in 2000. "Our interns have become mentors and supervisors, serve in overseas assignments and work at DLA Headquarters creating policy," Latker said. "Several have also become instructors and train current interns. We are pleased that our graduates have contributed so much to our DLA organization."

Keyla Alvarado began the intern program in 2005. She has since climbed to the grade of GS-12 and has gone from working in DLA Land and Maritime's Customer Operations Division to being a career program administrator for DLA Training.

"The intern program gave me an overview of the government and how we operate, and a big-picture perspective of what DLA does to support the warfighter. The best part is the growth that you experience," she said. "The program enriched my career development. I was able to apply what I learned, and I feel like it's helped me progress quickly."

Having a degree in business helped Alvarado qualify for the program, but Latker said qualifications vary according to career field. Some positions have education requirements such as a bachelor's degree and coursework in a related field.

The program attracts a diverse workforce to the agency, Latker added. Applicants generally include college students, veterans, and people with disabilities.

"It's great to see the diversity of people with multiple skill sets and different perspectives who enter careers with DLA through this program. The interns complement the agency, and as they progress in their careers, you're going to see them playing a major role in moving DLA forward and shaping logistics support to the warfighter," she said. ☈



Daniel Schuemann, a 2006 intern, now serves in the contracting area of DLA Disposition Services.



REVISING DLA'S

# Acquisition Directive



Story by Sara Moore

**A**s part of agencywide efforts to increase efficiency and streamline business processes, Defense Logistics Agency Acquisition recently began updating and rewriting the Defense Logistics Acquisition Directive, the document that establishes DLA procedures relating to the acquisition of supplies and for DLA's acquisition professionals and contractors.

The main goal in rewriting the DLAD, which is a supplement to the Federal Acquisition Regulation and Defense Federal Acquisition Regulation Supplement, is to streamline and clarify guidance for DLA's contracting officers and find ways to help them do their jobs better and more efficiently, said Michael Benavides, chief of the Acquisition Policy and System Division in DLA Acquisition.

"We are looking for opportunities to make the DLAD more user friendly," he said.

The DLAD is organized like FAR and DFARS, with its first 51 parts focused on policies and provisions for contracting

officers and acquisition professionals and the 52nd focused on provisions that may go into DLA solicitations and contracts. DLA Acquisition is using a team approach to review all sections of the DLAD and identify areas that need to be updated, Benavides said. Other organizations within the agency, like the primary-level field activities and the DLA Small Business Office, have been involved in the process, helping with the evaluation and rewrite of specific sections that pertain to them, he said. The DLA General Counsel Office has also been involved in every aspect of the rewrite to ensure the document meets legal standards.

"Each of the sections has a different level of complexity, and each of them covers a different topic area. And though most people understand all the topic areas, there may be some folks that are unique and have specific or unique skills or experience with an area," Benavides said. "So whenever we have a particular part that may be unique in some sense, then that's when we make sure those folks get involved."

The DLAD rewrite effort began in July with the goal of completing a majority of the rewrite by December 2011, Benavides said.

"The DLAD is it's really a living, breathing document, so there's constant updates to it," he said.

While the rewrite effort continues, DLA Acquisition has already made some improvements to the DLAD to make it more user friendly, Benavides said. The DLAD is now available in PDF and HTML formats, and a current version is available on the Federal Acquisition Regulation Site, a website managed by Hill Air Force Base, Utah, that houses the Federal Acquisition Regulation and other DoD and civilian agency its supplements. The different formats make the DLAD easier to search and download, he said. The official version of the DLAD on the DLA website, <http://www.dla.mil/Acquisition/Pages/DLAD.aspx>, has also been updated with a new layout and format, a bookmark feature, headers and footers, and notes indicating the month of the last update. ☀



*A Conversation with . . .*

# Lt. Gen. Robert Dail

Former DLA Director Takes a Look Back at his Experience and Service to the Defense Logistics Agency

*What were some of DLA's major accomplishments during your time as director?*

We extended the DLA enterprise. I arrived at DLA as it was completing the fielding of the Enterprise Business System, the agency's enterprise resource planning platform. This was an enormous undertaking and had taken a huge effort by the senior leaders of DLA. My predecessor, Vice Adm. Keith Lippert, had accomplished this through his extraordinary leadership. My mission was twofold: focus the great power of the agency toward the services and deployed warfighters, and gain agreement with the services on the changes in Base Realignment and Closure 2005 and begin implementation. Armed with better operating and business capacity and our senior leadership talent, I felt that we

Defense Logistics Agency Photo



Army Lt. Gen. Robert Dail  
2006 - 2008

could earn the trust of the clients to gain agreements in BRAC. And, as testament to the great workforce at DLA, we did that. We extended the EBS enterprise forward around the globe.

*What were some of the biggest challenges you faced?*

First, I had to convince the services that DLA could accomplish the changes outlined in BRAC 2005

and that we could execute their supply, storage and distribution missions. This involved constant communications with senior service leaders. Secondly, we had to engage all of the combatant commands more aggressively and extend our enterprise far forward to tactical units around the globe.

*Did you see the agency experience any growing pains during your tenure as things changed naturally with time?*

It was never painful, but change and growth are always challenging. There was a lot of friction between leaders and the workforces over process changes related to EBS. There was a lot of friction between the service logistics communities and the agency regarding BRAC implementation. But where there is friction, you get traction. We

were able to overcome and move forward in every instance.

***What is your perspective on DLA's history leading up to your tenure?***

DLA is a national treasure. Created by Secretary McNamara and President Kennedy in the early 1960s to improve performance and efficiency across the department, DLA had already established itself as the key joint logistics activity in the Department of Defense when I arrived in 2006. It had grown through its history, acquiring new missions from DoD, growing in size – workforce, geography and infrastructure – until BRAC 2005 added even more responsibility to it.

***What was the relationship between headquarters and the field activities like when you were the director?***

It was very good due to the leadership of our professionals in both locations. I spoke earlier about the friction between the headquarters and workforce over implementation of EBS and the accompanying process changes that the agency had to adopt to complete this important undertaking. However, DLA

accomplished this and overcame all challenges. Further, I visited our field activities often, and I always gained strength, coming away more enthused from meeting and visiting with our DLA workforce. My fondest memories of DLA are always those of people that I met on my many travels around the world to DLA operations and activities.

***What do you think were the most significant changes DLA went through during your tenure?***

BRAC 2005 implementation and the completion of EBS fielding.

***How much of a role did DLA play with humanitarian missions?***

DLA answered every call: earthquakes in South Asia, Pakistan and Indonesia; tornadoes and hurricanes in the South and Midwest of the United States; and forest fires in the western U.S. were missions that created huge demand for our skilled people and our capabilities.

***What do you feel have been DLA's greatest strengths throughout the years?***

DLA's greatest strength has been, and will always be, its dedicated and professional workforce. DLA is people. As I said earlier, I gained strength and

energy from them and it made my job so much easier as director.

***From your perspective as a DLA employee and customer, how did you see the agency evolve throughout the years?***

DLA's mission has been evolving and growing ever since it was established. Its enterprise of people, systems, leaders and capabilities is ever extending further forward, deeper and wider in support of our troops around the globe. The demand for DLA will continue to grow in the future.

***What are your thoughts on the state of the agency today?***

DLA is in very good shape, and it is in very good hands. The present leadership is the very best, and the workforce is continuously developing and growing to meet the current challenges that our nation faces. DLA will always be the leader in DoD logistics because it has continuously evolved since its creation and will always adapt to provide the solutions that our nation requires. I am proud of my association with DLA and proud to have been a member of this great organization.

## DLA Provides Christmas Meals to Troops

Service members deployed to Afghanistan and Iraq, as well as State Department employees serving there, were able to savor the familiar taste of home on Christmas Day thanks to the efforts of Defense Logistics Agency Troop Support workers.

More than 270 dining facilities received their food deliveries for the special Christmas holiday fare.

Deliveries to Iraq and Afghanistan included 49,200 pounds of ham, 119,600 pounds of turkey, 12,300 pounds of stuffing, 97,375 pounds of beef, 42,860 pounds of sweet potatoes, 24,000 pounds of shrimp, 34,240 pies and 19,800 pounds of cranberry sauce, along with 7,350 gallons of egg nog, and other holiday treats.

"America's military is a special group of heroic men and women who continually make sacrifices for our freedom," Navy Rear Adm. David Baucom, DLA Troop Support commander, said. "It is our duty and covenant to show our gratitude by providing them the very best our country has to offer for the holidays."

As the U.S. military mission wound down in Iraq, the State Department increased its personnel there and is using the Defense Department's food supply chain infrastructure. As a part of the arrangement, State Department employees and service members eat together in the same dining facilities.

— Nick Sistrun

## Defense Logistics Agency Earns Joint Meritorious Unit Award

The Defense Department recognized the Defense Logistics Agency's service to military services, combatant commands, federal agencies and foreign military partners by awarding the agency the Joint Meritorious Unit Award.

The award is for support DLA gave for "joint and combined warfighting, operational exercises, humanitarian assistance operations, and disaster recovery" from Nov. 1, 2009, to April 30, 2011, according to the citation.

"This is a very significant award, approved by the secretary of defense, in recognition of the DLA enterprise's focus on the warfighter," then-DLA Director Navy Vice Adm. Alan Thompson said. "It recognizes the

entire DLA team for their support, primarily for the drawdown in Iraq, the surge and sustainment of increased operations in Afghanistan and various humanitarian disaster responses over the last three years."

The award citation, signed by Defense Secretary Leon Panetta and dated Oct. 4, highlights DLA's end-to-end management of eight supply chains that cover more than 5 million items and support 1,900 weapons systems.

"The Defense Logistics Agency worked tirelessly to significantly increase operational tempo and deliver supply chain excellence in support of America's joint warfighting team in military actions worldwide, particularly in Iraq and



Army Sgt. Maj. William Hatten (right) serves Christmas dinner in Afghanistan in 2010. DLA Troop Support shipped 119,600 pounds of turkey for Christmas meals in Iraq and Afghanistan in 2011.

# DLA to Launch New Safety Information System in 2012

The system that facilitates accident reporting for the Defense Logistics Agency is being replaced in January.

The Enterprise Safety Applications Management System will simplify the accident reporting process when it takes over for the 16-year-old Safety and Health Information Reporting System, said Dave Hamel, staff director of DLA's Occupational Safety and Health Directorate in DLA Installation Support.

"Our goal is to have a user friendly system that makes it simple for supervisors to carry out their safety responsibilities and for DLA employees to have an easy and quick way to report workplace hazards or near misses," he said.

ESAMS is a Web-based system that will initially be used for the same functions as SHIRS, including reporting accidents or injuries, inspection findings, hazards, and near misses. Although SHIRS is also Web-based, it is not as user friendly nor as accessible to the entire DLA workforce, Hamel said.

The new system will include the abilities to add pictures to survey data fields, conduct safety perception surveys of the workforce, and incorporate DLA Fire and Emergency Services inspection data. Occupational safety and health offices will also have the ability to see trends and access a library of job-hazard analysis data.

"Additional functionality will be introduced early in 2012, following the initial implementation," Hamel said.

ESAMS will enhance how inspection data and illness and injury

record keeping are recorded and compiled for annual Occupational Safety and Health Administration reporting. Each employee will have access to ESAMS to input hazards or near misses. In addition, supervisors will be able to input inspection information, and managers will have access to their organization's occupational safety and health data.

Occupational safety and health personnel will be notified of accidents and injuries as they are added to the new system. OSH personnel can input hazards identified as part of their safety inspections, and responsible personnel will be notified of required corrective actions.

Hands-on training was conducted from October to December. ESAMS' Program Manager Lori Sprouse taught classes for supervisors and safety personnel in Columbus, Ohio; Richmond, Va.; Battle Creek, Mich.; and San Joaquin, Calif. Future classes will be held at Fort Belvoir, Va., and New Cumberland, Pa. Additional training sites will be scheduled starting in January.

"Once safety personnel receive training, they should be able to train supervisors on how to input accident and injury data into the system," Sprouse said.

Class participants receive quick reference guides for the injury and illness reporting system and the inspections, deficiency and abatement tracking system. Supervisors also receive quick reference guides.

— DLA Strategic Communications



**Joint Meritorious Unit Award**

Afghanistan," the citation reads.

"Connecting warfighter demand with superb end-to-end logistics solutions, the agency deployed military and civilian personnel in multiple capacities, delivering unsurpassed logistics around the globe."

The JMUA, authorized by the secretary of defense on June 10, 1981, is awarded to joint activities for meritorious achievement or service for actions in combat, a declared national emergency or extraordinary circumstances that involve national interest, according to DoD Manual 1348.33, Manual of Military Decorations and Awards.

The award consists of service ribbons for military members, lapel pins for civilian employees and a unit streamer for the DLA flag, Brad Bunn, DLA Human Resources director, wrote in a memo to the DLA Executive Board. All personnel assigned to the agency for at least 30 days during the period covered by the award are eligible to wear the appropriate insignia. Ribbons and lapel pins will be issued to current employees, according to the memo.

"Congratulations to the DLA team for this well-deserved recognition," Bunn wrote. "As we lean forward to face the challenges of the future, it is fitting to celebrate the significant accomplishments of the past marked by this award."

— Jacob Boyer

# Decreasing Energy Costs

Story and Photos by Cathy Hopkins

**V**irginia is known for wild temperature swings, with temperatures that can change by as much as 40 degrees in a month.

DLA Installation Support in Richmond, Va., is minimizing the drain on energy dollars from these temperature fluctuations by installing ground source heat pumps.

According to a DLA publication outlining the agency's energy and water strategy, the largest component of DLA's internal energy cost is electricity.

DLA's strategy resulted from the Federal Energy Independence and Security Act of 2007, which set out a goal of reducing energy use by 3 percent per year, with a 30 percent savings by 2015.

Damon Igou, Defense Supply Center Richmond's energy manager, was hired as part of the agency's commitment to increase energy awareness at each DLA installation.

"We are installing ground-source heat pumps for buildings 45, S-27, warehouse 3, and building 205," Igou said. "These pumps use approximately 50 percent less



DLA Installation Support Project Manager Marvin Lockey (right) shows Damon Igou, installation energy manager, where wells were recently drilled to install ground source heat pumps.

electricity than a comparable air-source heat pump

"It was time to replace [or] renovate the heating and air conditioning systems in these buildings," he continued.

DLA Installation Support has contracted out the drilling of the required six to 11 wells per site, he said.

"The number of wells is dependent on factors such as how deep the well can be vertically sunk and conflicts with existing underground power, water and septic lines," said Marvin Lockey, DLA Installation Support project manager. "We also have several historical sites on center that affect where we can put wells."

The new systems were to be operational by the end of December, Lockey said.

DLA is incorporating sustainable design and development standards into all installation planning, construction and renovation projects as part of its strategy, and its goal is to achieve a Leadership in Energy and Environmental Design platinum rating in all projects by 2020, officials said.

According to the agency's energy strategy, these standards are moving DLA from basing facility investment decisions solely on first costs to basing decisions on full life-cycle costs and benefits, Igou said.

Though the initial installation will cost twice as much money, Igou said, "the energy savings will [pay back] the additional cost in less than 10 years with fewer parts to wear out."

He said the life expectancy of the ground-source heat pumps' mechanical



Contractors drill holes at Defense Supply Center Richmond, Va., for the installation of ground-source heat pumps. The new pumps are part of an energy-saving strategy to use about 50 percent less electricity than comparable air-source heat pumps.

parts is 25 years. The ground coil loop should last more than 50 years. Traditional air-source heat pumps are expected to last 10 or 15 years.

These ground-source heat pumps have an energy efficiency rating of 30, while typical air-source heat pumps have EERs of 15.

"Basically, the ground-source heat pump systems will use about half of the electricity to produce the same amount of heating and cooling as compared to air-source heat pumps," Iou said.

A ground-source heat pump is a central heating and cooling system that pumps heat to or from the ground. It uses the Earth as either a heat source in the winter or a heat sink in the summer. This design takes advantage of moder-

ate temperatures in the ground to boost efficiency and reduce the operational costs of heating and cooling systems. Ground-source heat pumps harvest heat absorbed at the Earth's surface from solar energy. Depending on latitude, the temperature beneath the upper 20 feet

**"Ground-source heat pumps are more energy efficient because underground temperatures are more stable than air temperatures through the year."**

— Marvin Lockey

of Earth's surface maintains a nearly constant temperature between 50 and 60 degrees Fahrenheit. These systems use a heat pump to force the transfer of heat from the ground.

"Heat pumps are always more efficient at heating than pure electric heaters, even when extracting heat from cold winter air," Lockey said. "But unlike an air-source heat pump, which transfers heat to or from the outside air, a ground-source heat pump exchanges heat with the ground. This is much more energy efficient because underground temperatures are more stable than air temperatures through the year. Ground-source heat pumps are among the most energy-efficient technologies for providing heating and air conditioning." ☀

We are DLA

# LAND AND MARITIME

By Sara Moore and Michael Jones



A Mine Resistant Ambush Protected vehicle travels through the mountains near Qalat, in Zabul province, Afghanistan. DLA Land and Maritime supports all 52 MRAP variants.

— Photo by Air Force Staff Sgt. Brian Ferguson

**F**rom its beginnings as a military depot during World War II, Defense Logistics Agency Land and Maritime has grown and evolved while maintaining its status as one of the largest suppliers of weapons systems spare parts to customers around the world.

Today, DLA Land and Maritime serves more than 24,000 military and civilian customers and 10,000 contractors, manages more than 2 million different items and accounts for about \$5 billion in annual sales.

As the manager of its namesake supply chains, DLA Land and Maritime meets supply requirements at Army depots, Navy shipyards and Marine Corps logistics centers as well as with deployed units. The primary-level field activity boasts operational capacity at 54 locations worldwide, including 12 detached DLA depot-level repairable and supply and storage distribution units. DLA Land and Maritime acquired many new missions, such as the management of depot-level reparables, or parts that can be repaired throughout their usable life, from the 2005 Base Realignment and Closure legislation.

Michael Jones is the public affairs officer for DLA Land and Maritime

"The name of the installation has changed 14 times [throughout its history], but what hasn't changed is the quality of our Defense Logistics Agency Land and Maritime workforce and its commitment to providing world-class support to our nation's warfighters," Army Brig. Gen. Darrell Williams, DLA Land and Maritime commander, said when reflecting on the organization's history for a past issue of Loglines. "From support to the Army and Marines in Iraq and Afghanistan to material support to our Navy in the shipyards, the 3,100 associates of DLA Land and Maritime take great pride in the spare and repair parts we deliver around the world to all of the military services."

DLA Land and Maritime is located at Defense Supply Center Columbus, Ohio, which first opened its gates in 1918. In addition to purchasing material, DLA Land and Maritime's core functions include monitoring inventory levels, maintaining technical data, and assuring quality of more than 2 million spare and repair parts.

As DLA shifted to improve operational support by providing direct support to military forces on battlefields, DLA Land and Maritime followed suit. One of the most visible examples of this forward support has been DLA Land and

Maritime's support of the Mine Resistant Ambush Protected vehicle, said Richard Curry, senior MRAP program analyst and team leader.

"The MRAP was conceived through real-time field collaborations between forward-deployed support teams and military operators," Curry said. "With the immediate goal of protecting military members in battle, the MRAP went from production to fielding in an unprecedented 159 days. That time frame represents an unparalleled logistical support feat that establishes the new standard for logistics support operations."

With 52 variants of the vehicle in use by all branches of the military, DLA's MRAP support involves more than 200 people, \$650 million in inventory and almost 42,000 parts, Curry said. DLA's focused support for the MRAP is the reason the vehicle has maintained such high readiness levels in Iraq and Afghanistan, he said.

DLA Land and Maritime's ability to meet the needs of military operations worldwide was spotlighted by its selection for the 2011 Commander in Chief's Annual Award for Installation Excellence. The award recognizes the outstanding and innovative efforts of the people who operate and maintain U.S. military installations. ☀

# Foreign Military Sales

Story by Jonathan Stack

Last year, a South American country used the Defense Logistics Agency's Foreign Military Sales Program to purchase an old, rusted-out fire truck and turn it into something useable.

"The 1947 fire truck was just a big piece of rust and never looked like it would drive again," said Linda Kimberlin, DLA Logistics Operations logistics management specialist. "The next picture they show me, it's beautiful: It's painted beautiful red, with new ladders, wheels and tires on it."

She said it looked spectacular, and now that country has a fully operational fire truck thanks to FMS.

The FMS Program is the government-to-government method for selling U.S. government vehicles, equipment, and other goods and services to foreign militaries. The foreign governments pay total costs, and all deals are marked by a signed government-to-government agreement.

FMS is part of security cooperation authorized by the Foreign Assistance Act of 1961 and the Arms Export



Two members of the Canadian 435th Air to Air Refueling Command prepare the squadron's C-130 Hercules for a refueling. DLA's Foreign Military Sales Program team recently met with Canadian representatives about buying spare parts for C-130 Hercules aircraft the country purchased.

Navy Petty Officer 1st Class John R. Johnson

The government of Iraq purchased 140 tanks through a Foreign Military Sales agreement with the United States. DLA's Foreign Military Sales Program team deals with more than 100 countries involving approximately \$2 billion in annual sales.

Control Act of 1968. In order for a foreign country to purchase DoD items, Kimberlin said, a letter is sent from an eligible foreign nation's government to its U.S. Embassy. The embassy forwards the request to the State Department, which then determines what the requestor may or may not have. Following that, requests are sent to a case manager.

FMS cases are assigned to DLA or one of the military services for management by the Defense Department's Defense Security Cooperation Agency. The Army, Air Force and Navy oversee cases involving service-managed equipment.

DLA manages the spare parts that go with the services' weapons systems, so in those cases, the agency has a secondary support role, Kimberlin said.

"We support military department-managed FMS cases with our logistics processes, which are receiving, storing and issuing material, processing requisitions, billing for the material, and financially tracking those processes," she said.

The two types of cases DLA manages are cases involving DLA Logistics Information Service and excess defense items managed by DLA Disposition Services, she said.

DLA Logistics Information Service provides foreign customers with codification services and cataloging data for DLA- and service-managed items. The information ranges from national stock numbers and sources to descriptions and weights.

"DLA Disposition Services manages excess defense articles," Kimberlin said. "Excess material is turned into DLA Disposition Services, which can sell it at a reduced price to a foreign country."

DLA Disposition Services doesn't sell any actively used combat uniform, U.S.-only technology items, items containing

Army Staff Sgt. Edward Dailey



friend or foe identification, or anything with a digitized pattern, including uniforms and accessories.

"We sell to foreign customers, not so they can be aggressors, but so they can defend their own country or their own region, keep balance of power, and ... help us as a partner," Kimberlin said.

DLA sells to Canada, Mexico, all of Western Europe, Israel, Taiwan, Australia, Singapore, Malaysia, Indonesia and Japan, among many other countries, she said. In total, DLA deals with more than 100 countries, involving nearly \$2 billion in annual sales.

She said countries buy items from DLA daily, and she recently met with Canadian representatives about buying spare parts for C-130 Hercules aircraft the country purchased.

"They had one C-130 last year. Two more are being delivered early," she said. "So we're scrambling to keep up with the spare parts because they came off the production line early."

Kimberlin also recently met with Israeli representatives who told her they have more than 10,000 requisitions in DLA's system.

"Israel is usually one of our top five purchasers," she said. "Saudi Arabia, Taiwan, Korea, Egypt and Israel are usually

always vying for the top five positions."

As a part of the FMS Program, representatives of foreign countries can visit DLA activities, such as DLA Disposition Services, to view excess material and determine if they want to purchase an item, Susan Witek, DLA foreign visit coordinator, said.

"Excess material is sold as is, where is," Kimberlin said. "So it behoves them

to come and look at the material because it can be in poor condition or it can be salvageable, and they want to know that before they spend the money."

This is one of two types of visits a foreign representative makes to a DLA activity. The other is when foreign flag and general officers visit DLA Headquarters and meet with the director or another senior leader.

"They will generally do a courtesy visit and ask for a DLA overview that tells them how we are set up and structured," Witek said.

She said representatives use these visits to learn about DLA and how it works, and most say they appreciate the idea of all of the services buying their supplies through one agency rather than all of them doing it on their own.

"The visits are very important because VIPs like to come here and see how this side of the world works," Kimberlin said. ☐

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tracking those processes"

— Linda Kimberland



# I AM

# DLA

**My name is:**

Air Force Col. Rhonda Soto

**I am:**

The Air Force national account manager

**Describe your job in a sentence:**

I lead customer account managers and customer support representatives and coordinate with other service and DLA teams to integrate service and DLA logistics objectives.

**How long have you worked for DLA?**

Five months.

**What is your favorite thing about working for DLA?**

I'm able to remain close to Air Force logistics issues. I'm also afforded the opportunity to participate in the resolution of other services' logistics concerns and learn how such a large organization like DLA mobilizes to respond to those requirements.

**How do you make a difference to warfighters?**

By doing my part and working in concert with DLA professionals, like those in DLA Aviation, to successfully address service-specific logistics issues. At the top of the list in my short time on board would be issues focused on industrial support.

Rhonda Soto

